

Message Text

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PAGE 01 STATE 104518
ORIGIN SNM-05

INFO OCT-01 ARA-14 NEA-10 ISO-00 MMO-04 DEAE-00
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TRSE-00 ICA-20 NSC-05 OES-07 OMB-01 AID-05 HEW-06
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ARA/RPP:JKEANE (SUBS)
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TO AMEMBASSY KABUL
AMEMBASSY ISLAMABAD
AMEMBASSY BRASILIA
AMEMBASSY BUENOS AIRES

UNCLAS STATE 104518

E.O. 11652: N/A

TAGS: SNAR

SUBJECT: INTERNATIONAL NARCOTICS CONTROL PROGRAM FY 1980
ZBB GUIDELINES

REFERENCE : STATE 063477

1. S/NM IS CURRENTLY ENGAGED IN THE FIRST PART OF THE
FY 1980 BUDGET CYCLE, I.E., ZBB SUBMISSION. GUIDELINES
HAVE ALREADY BEEN SENT TO EMBASSIES IN THOSE COUNTRIES WHICH
HAVE ONGOING INC PROGRAMS.

2. IN RECENT YEARS, THE U.S. HAS ALLOCATED ITS LIMITED
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UNCLASSIFIED

PAGE 02 STATE 104518

RESOURCES TO THE MAJOR NARCOTICS PRODUCING AND TRAFFICKING
COUNTRIES, THE TARGET DRUGS BEING HEROIN AND COCAINE. WE
ARE NOW GIVING SERIOUS CONSIDERATION TO EXPANDING OUR
PROGRAM SCOPE BOTH IN TERMS OF NARCOTICS AND IN TERMS OF
COUNTRIES. CONSEQUENTLY, ADDRESSEE POSTS ARE INVITED TO
DESCRIBE THE TYPE AND SIZE OF INC PROGRAMS THAT MIGHT BE
FEASIBLE IN THEIR COUNTRIES IN 1980. IT SHOULD BE UNDER-

STOOD THAT THIS IS STRICTLY A "FIRST CUT" AT A POSSIBLE PROGRAM. THE ZBB APPROVAL PROCESS IN WASHINGTON STARTING WITH S/NM, THE REST OF THE DEPARTMENT, AND FINALLY OMB, MAY RESULT IN PRECLUDING ADDITIONAL COUNTRY PROGRAMS.

3. AS EMBASSIES ARE AWARE, THE ZBB PROCESS IS ONLY THE FIRST PART OF THE ANNUAL BUDGETARY CYCLE. DEPENDING UPON THE APPROVALS OBTAINED IN THE ZBB PROCESS, THE SECOND AND MORE DEFINITIVE EXERCISE TO BE UNDERTAKEN WILL BE THE CONGRESSIONAL SUBMISSION. THE CALL FOR THAT SUBMISSION WILL PROBABLY BE ISSUED IN NOVEMBER OR DECEMBER WITH DETAILED GUIDELINES BEING SENT TO ALL COUNTRIES CONCERNED. AT THAT POINT, PROJECT PLANNING SHOULD BE SUFFICIENTLY DEVELOPED TO ENABLE EMBASSIES TO PREPARE REASONABLY SOUND PROJECT STATEMENTS, RESOURCE ANALYSES AND BUDGETS.

4. SINCE THE ADDRESSEES OF THIS MESSAGE HAVE ALL CONDUCTED INC PROGRAMS IN THE RECENT PAST, THEY WILL HAVE A SOUND BASIS FOR DETAILED DESCRIPTION OF POSSIBLE FUTURE PROGRAMS. MOST OF THE INFORMATION REQUESTED BELOW WILL BE SUPPLIED BY THE POSTS' NARCOTICS COORDINATORS. HOWEVER, WE WANT POSSIBLE NEW PROGRAMS IN THE NARCOTICS FIELD SUBJECTED TO THE SAME AMBASSADORIAL REVIEW WHICH OTHER U.S. GOVERNMENT ACTIVITIES IN YOUR COUNTRY ARE RECEIVING IN ACCORDANCE WITH THE OVERALL ZBB INSTRUCTIONS IN THE UNCLASSIFIED

UNCLASSIFIED

PAGE 03 STATE 104518

REFERENCED TELEGRAM. SINCE THE POSSIBLE NEW PROPOSAL WOULD INVOLVE PROGRAMS AS WELL AS PERSONNEL, WE REQUEST THAT THE AMBASSADOR APPLY PART II OF THE REFERENCED TELEGRAM TO IT: I.E., COMMENT ON THE RELATIONSHIP OF THE PROPOSAL TO THE MISSION'S GOALS AND OBJECTIVES; EVALUATE THE PROPOSAL'S INTERNAL PRIORITIES; AND SAY WHETHER OR NOT THE NEW PROPOSAL WOULD FALL WITHIN THAT 10 PERCENT OF ALL USG ACTIVITIES THAT ARE LEAST IMPORTANT TO ATTAINMENT OF AGREED MISSION GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES.

5. INFORMATION REQUIRED TO SUPPORT ZBB RESOURCE ESTIMATES:

EMBASSY SUBMISSIONS PURSUANT TO THIS MESSAGE WILL BE COMPRISED OF TWO PAPERS TO SUPPORT THE FY 1980 PROGRAM PLANS AND ZBB RESOURCE ESTIMATES.

A. SUMMARY NARRATIVE --

(1) COUNTRY GOALS,

(2) SPECIFIC PROJECTS AND MAJOR OBJECTIVES,

(3) ALTERNATIVE MEANS OF OBJECTIVE ACHIEVEMENT,

(4) ACCOMPLISHMENTS TO DATE (IF APPLICABLE),

B. DECISION PACKAGE --

(1) PROJECT(S) WHICH COMPRISE PACKAGE,

(2) ACTIVITY DESCRIPTION,

(3) FINANCIAL ANALYSIS SUMMARY (RESOURCE REQUIREMENTS),

(4) PERFORMANCE MEASURES,

UNCLASSIFIED

UNCLASSIFIED

PAGE 04 STATE 104518

(5) STATUTORY OR REGULATION CHANGES.

A. SUMMARY NARRATIVE STATEMENT:

(1) COUNTRY GOALS - THE SUMMARY NARRATIVE STATEMENT IS THE VEHICLE FOR THE EMBASSY TO PRESENT THE OVERALL FY 1980 PROGRAM PLANS SUCCINCTLY TO DEPARTMENT MANAGEMENT. IN EFFECT, IT IS A BRIEF, CONCISE STATEMENT OF THE COUNTRY ENVIRONMENT, POLICY OBJECTIVES, PROBLEMS AND NARCOTICS GOALS. THE COUNTRY GOAL(S) MAY BE A SINGLE OBJECTIVE, SUCH AS, "TO STOP INTERNATIONAL TRAFFICKING OF COCAINE THROUGH COUNTRY X," OR IT MAY BE DIRECTED AT TWO OR MORE PROBLEMS, REQUIRING DIFFERENT TIME FRAMES FOR ACHIEVEMENT: "SHORT TERM: SEVERELY CURTAIL THE AMOUNT OF COUNTRY Y OPIUM AND OPIUM DERIVATIVES ENTERING ILLICIT INTERNATIONAL TRADE. LONG TERM: REDUCE OPIUM PRODUCTION IN COUNTRY Y TO THE LEVEL REQUIRED FOR INTERNAL USE." IN ADDITION, THE NARRATIVE SUMMARY SHOULD CONCLUDE WITH AN OVERVIEW OF PROGRAM PLANS FOR FY 1981 AND FY 1982.

(2) SPECIFIC PROJECTS AND MAJOR OBJECTIVES - THIS SECTION SHOULD LIST THE PROJECT(S) OF EACH COUNTRY AND SPECIFIC OBJECTIVES OF THE PROJECT(S). THE OBJECTIVES SHOULD BE FRAMED IN EMPIRICAL, TIME-PHASED TERMS, QUANTIFYING THE ACTIVITY WHERE POSSIBLE. SEVERAL OBJECTIVES MAY BE FORMULATED TO SUPPORT THE ACCOMPLISHMENT OF ONE GOAL. AN OBJECTIVE, THEN, IS A SUB-GOAL WHICH GUIDES THE PROJECT TO ACHIEVEMENT OF ITS STATED PURPOSE. THE OBJECTIVE USUALLY DEFINES ACCOMPLISHMENTS EXPECTED DURING A DEFINITE TIME PERIOD AND SHOULD BE USEFUL AS A STANDARD FOR PROGRAM EVALUATION. OBJECTIVES SHOULD BE FORMULATED AS A STATEMENT OF RESULTS OR IMPACT WHICH WILL BE ACHIEVED BY A SPECIFIC TIME RATHER THAN SIMPLY STATING AN ACTIVITY

UNCLASSIFIED

UNCLASSIFIED

PAGE 05 STATE 104518

WHICH WILL TAKE PLACE. THIS IS A FREQUENT PROBLEM IN THE FRAMING OF OBJECTIVES.

-- FOR EXAMPLE, AN "ACTIVITY" OBJECTIVE MIGHT READ:

20 CUSTOMS AGENTS TRAINED IN NARCOTICS DETECTION BY JUNE 1, 1978.

-- AN "IMPACT" OBJECTIVE WOULD READ: 20 CUSTOMS AGENTS TRAINED IN NARCOTICS DETECTION, MANNING ALL INTERNATIONAL AIRPORTS BY JUNE 15, 1978.

(3) ALTERNATIVE MEANS OF OBJECTIVE ACHIEVEMENT - IN THIS SECTION, ONE SHOULD DESCRIBE, WHERE APPROPRIATE, ALTERNATIVE METHODS OF ACCOMPLISHING THE MAJOR OBJECTIVES LISTED BELOW.

(4) ACCOMPLISHMENTS TO DATE - IF APPLICABLE, INDICATE THE PROGRESS WHICH HAS BEEN MADE THUS FAR TOWARD MEETING THE MAJOR OBJECTIVES. USE THE PREVIOUS FISCAL YEAR AS A BASELINE FOR DESCRIBING ANY QUANTITATIVE OR QUALITATIVE MEASURES OF PERFORMANCE.

B. DECISION PACKAGE :

(1) PROJECT(S) WHICH COMPRISE PACKAGE - IDENTIFY THOSE PROJECTS WHICH COMPRISE THE TOTAL PACKAGE.

(2) ACTIVITY DESCRIPTION - DESCRIBE THE WORK TO BE PERFORMED OR SERVICES PROVIDED WITH THE RESOURCES SPECIFIED IN THE PACKAGE. STATE THE KINDS OF ACTIVITIES TO BE ENGAGED IN AND THE OBJECTIVES TO WHICH THEY ARE DIRECTED.

(3) FINANCIAL ANALYSIS SUMMARY (RESOURCE REQUIREMENTS) - USE THIS SECTION TO IDENTIFY THE POSITIONS AND FUNDING

UNCLASSIFIED

PAGE 06 STATE 104518

ASSOCIATED WITH THIS PACKAGE. KEEP IN MIND THAT REIMBURSEABLE EMBASSY SUPPORT COSTS MUST BE INCLUDED.

(4) PERFORMANCE MEASURES - THIS SECTION LISTS THOSE PRE-DETERMINED INDICATORS OF ACHIEVEMENT AND MEANS OF VERIFICATION WHICH SHOULD BE DESCRIBED IN TERMS OF QUANTITY, QUALITY OR BEHAVIOR. THE PERFORMANCE MEASURES

RELATE TO THE PROJECT OBJECTIVES. ATTAINMENT OF PROGRESS TOWARD PROJECT OBJECTIVES SHOULD RELATE DIRECTLY TO PROGRESS TOWARD COUNTRY GOALS. THE INDICATORS SHOULD MEASURE THE ACTUAL PERFORMANCE IN PRODUCING RESULTS, EFFICIENCY, CREATIVITY, ETC. FOR EXAMPLE, "IMPROVEMENT IN HOST COUNTRY CAPABILITY TO REDUCE SIGNIFICANTLY ALL NARCOTICS TRAFFICKING" IS A GOAL WHICH REQUIRES SOME VERIFIABLE MEASURES OF SUCCESS. ARRESTS, SEIZURES, AND COURT DISPOSITIONS MAY REFLECT MEANINGFUL IMPACTS; FIELDS LOCATED AND DESTROYED AND NUMBERS OF PERSONNEL TRAINED AND EMPLOYED IN NARCOTICS WORK MAY BE OTHERS. NEW LAWS AND/OR LICENSING PROCEDURES AND CHANGES IN THE HOST COUNTRY'S NARCOTICS RESOURCE COMMITMENTS OVER TIME MAY ALSO REFLECT INCREASED LEVELS OF COOPERATION, ETC.

(5) STATUTORY OR REGULATION CHANGES - INDICATE WHETHER CHANGES IN SUBSTANTIVE LAW OR FEDERAL REGULATIONS WILL BE REQUIRED BY PROPOSALS.

6. PERSONNEL - THE SUBMISSION SHOULD INCLUDE STRONG JUSTIFICATION FOR PERSONNEL REQUIREMENTS, BOTH AMERICANS AND LOCALS.

7. SCHEDULE - TO ENABLE S/NM TO PREPARE THE OVERALL ZBB PLANNING ESTIMATES, IT IS NECESSARY TO SUBMIT ALL COUNTRY PROGRAM DATA TO WASHINGTON BY MAY 19, 1978. THE SUMMARY UNCLASSIFIED

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PAGE 07 STATE 104518

NARRATIVE OUTLINE, THE DECISION PACKAGE FORMAT AND THE FUNDING SUMMARY FORMAT WILL BE POUCHED. VANCE

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